

Department of Energy
Plan of Action & Milestones (POA&M)

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ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	DOE Competitive Sourcing Study - Phase I Planning	73 days	Mon 8/12/02	Fri 11/22/02		
2	Kick-off	0 days	Thu 8/15/02	Thu 8/15/02		
3	Training Plan	8 days	Mon 8/26/02	Fri 9/6/02		
4	Establish Study Team Training Requirements	5 days	Mon 8/26/02	Fri 8/30/02		
5	Identify Completed Training	5 days	Mon 8/26/02	Fri 8/30/02		
6	Develop plan for Completing Training Requirements	5 days	Mon 8/26/02	Fri 8/30/02		
7	Provide Training Plan to Jupiter for Comment	3 days	Tue 9/3/02	Thu 9/5/02	6	
8	Deliver Training Plan to DOE	0 days	Fri 9/6/02	Fri 9/6/02	7	
9	Communication Plan	28 days	Mon 8/19/02	Fri 9/27/02		
10	Review Existing DOE IT Communication Plan	5 days	Mon 8/19/02	Fri 8/23/02		
11	Identify Gaps in Existing Communication Plan	5 days	Mon 8/26/02	Fri 8/30/02	10	
12	Define and Document Roles and Responsibilities	9 days	Tue 9/3/02	Fri 9/13/02	11	
13	Define and Document Communication Methods	9 days	Tue 9/3/02	Fri 9/13/02	11	
14	Establish Key Dates for Communication Requirements	9 days	Tue 9/3/02	Fri 9/13/02	11	
15	Draft Communication Plan	3 days	Mon 9/16/02	Wed 9/18/02	14	
16	Provide Communication Plan to Jupiter for Comment	6 days	Thu 9/19/02	Thu 9/26/02	15	
17	Deliver Communication Plan to DOE	0 days	Fri 9/27/02	Fri 9/27/02	16	
18	Roles and Responsibilities	11 days	Thu 9/19/02	Fri 10/4/02		
19	Define and Document Roles and Responsibilities	6 days	Thu 9/19/02	Thu 9/26/02	15	
20	Provide Roles & Responsibilities to Jupiter for Comment	5 days	Fri 9/27/02	Thu 10/3/02	19	
21	Deliver Roles and Responsibilities to DOE	0 days	Fri 10/4/02	Fri 10/4/02	20	
22	Travel to and Brief at selected Offices (Chicago, Albuquerque, Rocky Flats)	24 days	Mon 10/7/02	Fri 11/8/02		
23	Briefing in Albuquerque	1 day	Mon 10/7/02	Mon 10/7/02		
24	Data Collection Trip to Albuquerque	4 days	Tue 10/8/02	Fri 10/11/02	23	
25	Briefing in Chicago	1 day	Mon 10/28/02	Mon 10/28/02		
26	Data Collection Trip to Chicago	3 days	Tue 10/29/02	Thu 10/31/02	25	
27	Briefing in Rocky Flats/Golden	1 day	Mon 11/4/02	Mon 11/4/02		
28	Data Collection Trip to Rocky Flats/Golden	4 days	Tue 11/5/02	Fri 11/8/02	27	
29	Action Plan	64 days	Mon 8/12/02	Tue 11/12/02		
30	Document Key Players in Study Process	4 days	Mon 8/12/02	Thu 8/15/02		
31	Develop POAM for Studies	6 days	Tue 10/29/02	Tue 11/5/02		
32	Draft Action Plan Broken Down by Sub-task	3 days	Fri 11/1/02	Tue 11/5/02		
33	Provide Action Plan to Jupiter for Comment	4 days	Wed 11/6/02	Mon 11/11/02	32	
34	Deliver Action Plan to DOE	0 days	Tue 11/12/02	Tue 11/12/02	33	
35	Data Collection Plan	70 days	Thu 8/15/02	Fri 11/22/02		
36	Identify Data Collection Requirements (i.e., IT Capital Plans)	4 days	Thu 8/15/02	Tue 8/20/02		
37	Review DOE Documents (Org Charts, PD's, etc.)	10 days	Wed 8/21/02	Wed 9/4/02	36	
38	Build Data Collection Form/Template	20 days	Wed 8/21/02	Wed 9/18/02	36	
39	Send Data Collection Template to Site POC's	1 day	Thu 9/19/02	Thu 9/19/02	38	
40	Validate Data	5 days	Mon 11/4/02	Fri 11/8/02		
41	Finalize List of DOE IT Activities	1 day	Tue 11/12/02	Tue 11/12/02		
42	Validate the List with DOE	5 days	Mon 11/11/02	Fri 11/15/02		
43	Draft Data Collection Plan	4 days	Mon 11/11/02	Thu 11/14/02	40	
44	Provide Data Collection Plan to Jupiter for Comment	6 days	Fri 11/15/02	Fri 11/22/02	43	
45	Deliver Data Collection Plan to DOE	0 days	Fri 11/22/02	Fri 11/22/02	44	
46	Scoping Report	69 days	Fri 8/16/02	Fri 11/22/02		
47	Conduct Focus Group to Capture and Code Activities (IG vs. CA)	1 day	Fri 8/16/02	Fri 8/16/02		
48	Review DOE 2002 FAIR Act Inventory	5 days	Tue 8/20/02	Mon 8/26/02		
49	Collect Data Necessary to Perform Scoping Analysis (i.e., PD's)	24 days	Mon 10/7/02	Fri 11/8/02		

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ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
50	Perform Analysis and Draft Scoping Report	5 days	Mon 11/11/02	Fri 11/15/02	49	
51	Provide Scoping Report to Jupiter for Comment	5 days	Mon 11/18/02	Fri 11/22/02	50	
52	Deliver Scoping Report to DOE	0 days	Fri 11/22/02	Fri 11/22/02	51	
53						
54	Phase II: Performance Work Statement (PWS)/Performance Requirements Summary (PRS)/QASP	299 days	Mon 12/9/02	Fri 1/30/04		
55	Perform Data Collection Workshops	59 days	Mon 12/9/02	Fri 2/28/03		
56	Las Vegas Workshop	5 days	Mon 12/9/02	Fri 12/13/02		
57	Nashville Workshop	5 days	Mon 2/3/03	Fri 2/7/03		
58	New Orleans Workshop	5 days	Mon 2/24/03	Fri 2/28/03		
59	Perform Site Visits for Data Collection	119 days	Mon 12/16/02	Fri 5/30/03		
60	Richland	5 days	Mon 12/16/02	Fri 12/20/02		
61	Idaho	5 days	Mon 1/6/03	Fri 1/10/03		
62	Oakland	5 days	Mon 1/20/03	Fri 1/24/03		
63	Las Vegas/ Yucca Mountain	5 days	Mon 1/27/03	Fri 1/31/03	62	
64	Carlsbad	5 days	Mon 2/3/03	Fri 2/7/03	63	
65	Savannah River	5 days	Mon 2/10/03	Fri 2/14/03	64	
66	Oakridge/OSTI/Y-12	5 days	Mon 2/17/03	Fri 2/21/03	65	
67	SPRO	5 days	Mon 3/10/03	Fri 3/14/03		
68	NETL/Albany/Casper	5 days	Mon 3/17/03	Fri 3/21/03	67	
69	Naval Reactors (Pitt/Sch)	5 days	Mon 3/24/03	Fri 3/28/03	68	
70	Head Quarters	45 days	Mon 3/31/03	Fri 5/30/03	69	
71	PWS/PRS/QASP Draft 1	30 days	Mon 6/2/03	Fri 7/11/03		
72	Develop PWS/PRS/QASP for 1st Draft	10 days	Mon 6/2/03	Fri 6/13/03		
73	Prepare draft--send to Jupiter for Initial Review	7 days	Fri 6/13/03	Mon 6/23/03		
74	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Mon 6/23/03	Fri 6/27/03		
75	PWS/PRS/QASP 1st Draft Review by Client	10 days	Mon 6/30/03	Fri 7/11/03		
76	PWS/PRS/QASP Draft 2	45 days	Mon 7/14/03	Fri 9/12/03	75	
77	Review Client Comments and Make Changes to Document as Required	5 days	Mon 7/14/03	Fri 7/18/03		
78	Draft PWS/PRS/QASP for 2nd Draft	20 days	Mon 7/21/03	Fri 8/15/03	77	
79	Prepare draft--send to Jupiter for Initial Review	7 days	Mon 8/18/03	Tue 8/26/03	78	
80	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Tue 8/26/03	Mon 9/1/03		
81	PWS/PRS/QASP 2nd Draft Review by Client	10 days	Mon 9/1/03	Fri 9/12/03		
82	PWS/PRS/QASP Draft On the Web	60 days	Mon 9/15/03	Fri 12/5/03		
83	Review Client Comments and Make Changes to Document as Required	30 days	Mon 9/15/03	Fri 10/24/03		
84	Post Solicitation On Web	1 day	Mon 10/27/03	Mon 10/27/03	83	
85	Accept Industry Comments via Contracting Office for Additional Changes to Solicitation	10 days	Mon 10/27/03	Fri 11/7/03		
86	Draft PWS/PRS/QASP for 2nd Draft	5 days	Mon 11/10/03	Fri 11/14/03	83,85	
87	Prepare draft--send to Jupiter for Initial Review	7 days	Mon 11/17/03	Tue 11/25/03	86	
88	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Tue 11/25/03	Mon 12/1/03		
89	PWS/PRS/QASP Draft due to Client	5 days	Mon 12/1/03	Fri 12/5/03		
90	PWS/PRS/QASP FINAL	40 days	Mon 12/8/03	Fri 1/30/04		
91	Review Client Comments on 2nd Draft and Make Changes to Document as Required	15 days	Mon 12/8/03	Fri 12/26/03	89	
92	Finalize Changes based on Industry Comments (approved via contracting)	5 days	Mon 12/29/03	Fri 1/2/04	85,91	
93	Prepare draft--send to Jupiter for Initial Review	7 days	Mon 1/5/04	Tue 1/13/04	92	
94	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Tue 1/13/04	Mon 1/19/04		
95	PWS/PRS/QASP FINAL Client Submission	10 days	Mon 1/19/04	Fri 1/30/04		
96						
97	Phase III: Management Plan	425 days	Mon 10/27/03	Fri 6/10/05	83	
98	Data Collection for Most Efficient Organization (MEO)	425 days	Mon 10/27/03	Fri 6/10/05		

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99	Perform Data Collection	40 days	Mon 10/27/03	Fri 12/19/03		
100	Review the draft PWS	10 days	Mon 10/27/03	Fri 11/7/03	83	
101	Submit Questions to the Contracting Officer	10 days	Mon 10/27/03	Fri 11/7/03		
102	Capture the As-Is Organization	30 days	Mon 11/10/03	Fri 12/19/03	101	
103	Outline the MEO	10 days	Mon 12/8/03	Fri 12/19/03		
104	MEO Draft 1	65 days	Mon 12/15/03	Fri 3/12/04		
105	Perform Data Analysis	15 days	Mon 12/15/03	Fri 1/2/04		
106	Perform Process Reengineering	15 days	Mon 1/5/04	Fri 1/23/04	105	
107	Draft MEO for 1st Draft	15 days	Mon 1/26/04	Fri 2/13/04	106	
108	Prepare draft--send to Jupiter for Initial Review	7 days	Mon 2/16/04	Tue 2/24/04	107	
109	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Tue 2/24/04	Mon 3/1/04		
110	MEO 1st Draft due to Client	10 days	Mon 3/1/04	Fri 3/12/04		
111	MEO Draft 2	41 days	Mon 3/15/04	Mon 5/10/04		
112	Review Client Comments and Make Changes to Document as Required	5 days	Mon 3/15/04	Fri 3/19/04	110	
113	Draft MEO for 2nd Draft	15 days	Mon 3/22/04	Fri 4/9/04	112	
114	Prepare draft--send to Jupiter for Initial Review	5 days	Mon 4/12/04	Fri 4/16/04	113	
115	Review Edits, Make Changes and Submit to Jupiter for Client	7 days	Mon 4/19/04	Tue 4/27/04	114	
116	MEO 2nd Draft due to Client	10 days	Tue 4/27/04	Mon 5/10/04		
117	MEO FINAL	35 days	Tue 5/11/04	Mon 6/28/04		
118	Review Client Comments on 2nd Draft and Make Changes to Document as Required	10 days	Tue 5/11/04	Mon 5/24/04	116	
119	Prepare draft--send to Jupiter for Initial Review	15 days	Tue 5/25/04	Mon 6/14/04	118	
120	Review Edits, Make Changes and Submit to Jupiter for Client	7 days	Mon 6/14/04	Tue 6/22/04		
121	MEO FINAL due to Client	5 days	Tue 6/22/04	Mon 6/28/04		
122	Technical Performance Plan Development	121 days	Mon 1/12/04	Mon 6/28/04		
123	Technical Performance Plan Draft 1	82 days	Mon 1/12/04	Tue 5/4/04		
124	Perform Data Analysis	25 days	Mon 1/12/04	Fri 2/13/04		
125	Perform Organization Re-Engineering	25 days	Mon 2/16/04	Fri 3/19/04	124	
126	Draft Technical Performance Plan for 1st Draft	10 days	Mon 3/22/04	Fri 4/2/04	125	
127	Prepare draft--send to Jupiter for Initial Review	7 days	Mon 4/5/04	Tue 4/13/04	126	
128	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Wed 4/14/04	Tue 4/20/04	127	
129	Technical Performance Plan 1st Draft due to Client	10 days	Wed 4/21/04	Tue 5/4/04	128	
130	Technical Performance Plan FINAL	39 days	Wed 5/5/04	Mon 6/28/04		
131	Review Client Comments and Make Changes to Document as Required	7 days	Wed 5/5/04	Thu 5/13/04	129	
132	Draft Final Technical Performance Plan	15 days	Fri 5/14/04	Thu 6/3/04	131	
133	Prepare draft--send to Jupiter for Initial Review	7 days	Fri 6/4/04	Mon 6/14/04	132	
134	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Tue 6/15/04	Mon 6/21/04	133	
135	Final Technical Performance Plan Due to Client	5 days	Tue 6/22/04	Mon 6/28/04	134	
136	Transition Plan Development	46 days	Wed 4/28/04	Wed 6/30/04		
137	Transition Plan Draft 1	27 days	Wed 4/28/04	Thu 6/3/04		
138	Perform Data Analysis	5 days	Wed 4/28/04	Tue 5/4/04		
139	Draft Transition Plan for 1st Draft	5 days	Wed 5/5/04	Tue 5/11/04	138	
140	Prepare draft--send to Jupiter for Initial Review	7 days	Wed 5/12/04	Thu 5/20/04	139	
141	Review Edits, Make Changes and Submit to Jupiter for Client	5 days	Fri 5/21/04	Thu 5/27/04	140	
142	Transition Plan 1st Draft due to Client	5 days	Fri 5/28/04	Thu 6/3/04	141	
143	Transition Plan FINAL	19 days	Fri 6/4/04	Wed 6/30/04		
144	Review Client Comments and Make Changes to Document as Required	3 days	Fri 6/4/04	Tue 6/8/04	142	
145	Draft Final Transition Plan	2 days	Wed 6/9/04	Thu 6/10/04	144	
146	Prepare draft--send to Jupiter for Initial Review	7 days	Fri 6/11/04	Mon 6/21/04	145	
147	Review Edits, Make Changes and Submit to Jupiter for Client	2 days	Tue 6/22/04	Wed 6/23/04	146	

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ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
148	Final Transition Plan Due to Client	5 days	Thu 6/24/04	Wed 6/30/04	147	
149	In-House Cost Estimate Development	46 days	Wed 4/28/04	Wed 6/30/04		
150	Prepare In House Cost Estimate	46 days	Wed 4/28/04	Wed 6/30/04		
151	Perform Data Collection for IHCE	10 days	Wed 4/28/04	Tue 5/11/04		
152	Develop Costing of MEO	10 days	Wed 5/12/04	Tue 5/25/04	151	
153	Prepare draft--send to Jupiter for Initial Review	5 days	Wed 5/26/04	Tue 6/1/04	152	
154	Review Edits, Make Changes and Submit to Jupiter for Client	7 days	Wed 6/2/04	Thu 6/10/04	153	
155	IHCE 1st Draft due to Client	5 days	Fri 6/11/04	Thu 6/17/04	154	
156	Review Edits, Make Changes and Submit to the Client	5 days	Fri 6/18/04	Thu 6/24/04	155	
157	Submit Final Costing for Signature	2 days	Fri 6/25/04	Mon 6/28/04	156	
158	Submit to Source Selection Board	2 days	Tue 6/29/04	Wed 6/30/04	157	
159						
160	Phase IV: Certification, Source Selection, Bid Decision & Appeals	248 days	Wed 6/30/04	Fri 6/10/05		
161	Provide Support to Independent Review Officer	60 days	Wed 9/1/04	Tue 11/23/04	135	
162	Solicitation Closes	67 days	Wed 6/30/04	Thu 9/30/04		
163	Source Selection Board Decision	65 days	Fri 10/1/04	Thu 12/30/04	162	
164	Technical Leveling	5 days	Mon 1/3/05	Fri 1/7/05	163	
165	Recertification	5 days	Mon 1/10/05	Fri 1/14/05	164	
166	Bid Decision	45 days	Mon 1/17/05	Fri 3/18/05	165	
167	Provide Support for Appeals and Protests	60 days	Mon 3/21/05	Fri 6/10/05	166	